

STAT

Approved For Release 2005/06/09 : CIA-RDP80B01495R000700130001-3

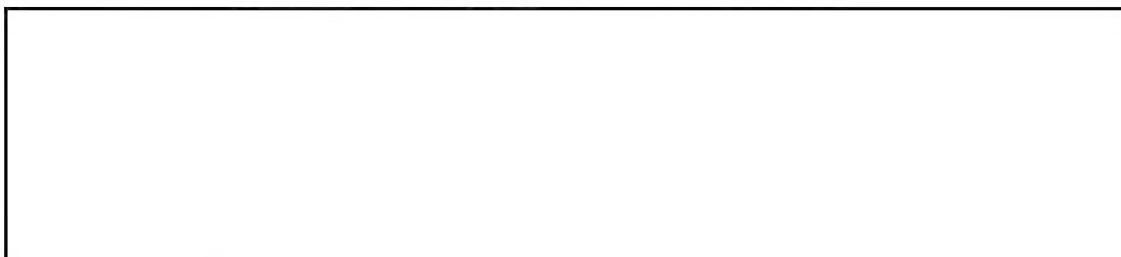
Next 2 Page(s) In Document Exempt

Approved For Release 2005/06/09 : CIA-RDP80B01495R000700130001-3

Executive Council Minutes on 13 June 1975

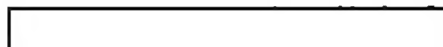
IAS - George Allen

He had nothing to say on consumer interests.



STAT

Automation - It's going to grow:



STAT



STAT

STAT



Adjustments in workload will be necessary.

--Computer modeling will allow us to construct an image of what something should look like. Again, more equipment and training will be needed. We will produce better products because of these devices.

Resources - We must find ways to increase productivity. We also need to evaluate priorities.

Community - IAS would like to get out of OB data base and concentrate on special analysis. IAS, however, will be a victim of the outcome of intra-community struggles among production shops over the distribution of the workload.

Organization - Structure is not particularly important; it's really a question of how well the system can be made to work.

STAT

OSR -



Consumer interests - Increasing role of Congress, coupled with unclassified reports, will be a major problem.

Products - Not much to add to what George said.

Methodologies & Automation - Computers never save resources; they enable you to do more, better.

Resources - Times have changed. Closer and more careful planning of resource allocations is necessary.

Community trends - NSA is changing the mode of its reporting in the direction of narrative-analytical reporting, rather than text reporting. This makes COINS more important for direct access to the data base.

Organization - He agrees with George Allen that it doesn't matter much what structure looks like.

GCR - Jack King

Some general philosophical observations:

-- The policy and intelligence communities are always out of phase with reality.

-- The unfortunate "current intelligence" bias will continue at the expense of thoughtful basic research.

-- The fascination with automation will continue even though it is badly overrated.

-- Analysis is expanding, but the investigations demonstrate that it is not outweighing operations as the hallmark of the Agency.

-- Research and analysis is expanding but so have operations.

The time has come for a separate "National Institute" for analysis, serving the government in general and producing largely unclassified assessments.

Consumer interests - Who's the consumer? If there is a policy community, demands are clearly up. There has already been a heavy impact on resources. OGCR is both producing and service office, but it has only [ ] people devoted to production.

Directorate products - periodicals receiving too much emphasis.

Resources - -----

Community - DIA/NSA cuts hurting OGCR because others turn to them for services abolished elsewhere. State is reducing support for geographic and cartographic intelligence.

Organization - Don't reorganize. Also, don't overdo interdisciplinary approach. Put some generalists in OPR and let them handle the interdisciplinary account.

OER - Maurice Ernst

He's not sure how philosophical one can be. We have no idea how the investigations will come out.

Consumer demands will increase. [ ] has fostered this. There is a demand for more complex analysis. Greenspan wants to rely on OER forecasts on OECD as element in CEA forecasts on the US economy. This creates staffing problems; have to be sure to recruit top people.

The biggest problem will be the relationship between congressional and executive interests. Executive departments might

become reluctant to level with us as we become more heavily involved in support for Congress.

Resources - No big problem, but OER will probably need to upgrade assets.

Automation - Use of computers will increase. We need better hardware to accommodate the demand for more complex analysis. Greater need for outside contract services.

Organization - It is essential for OER to retain strong country coverage. There may be more competition from outside Agency and community. He is concerned that periodic pubs will become too much an end in themselves, and will not focus on real needs.

PVW commented that OER ought to be thinking about priorities. Resources are going to be flat.

CRS - Harry Eisenbeiss

Consumer interests - CRS receives a request per day from Congress for biographic support. The public must also be considered a consumer (FOIA requests). CAR-related requests are increasing. There are too many high-level consumers. Bio product is being asked for on a more sophisticated basis. CRS is having to make nasty decisions on priorities.

Automated techniques - film bios are an example of the high costs.

Methodologies - Not much more that can be done.

Resources - No fat. CRS must choose among things. The only thing left to stop is bios.

Intel Community - Cuts in services elsewhere in the community result in more work for CRS.

Organization - The structure is less relevant than how we run it.

STAT


FBIS -




He has never known FBIS to be so busy. There are fewer people for as much or more work. There has been a growing demand on management resources. Difficulty in operating overseas in volatile times.

Consumer interests - they have changed considerably. Lots more on economics, W. Europe, LOS, environment, etc. FBIS can react to these changes if allowed flexibility in reprogramming personnel.

STAT

Products - Demand is growing. FBIS is reviewing the possibility of making the wire service available to non-government consumers.  FBIS materials to public. PSD will begin to disseminate Daily Report in microform.

There is a trend toward receiving FBIS reports electrically, but there will also be continuing demand for Daily Report.

Resources - FBIS  budget in Directorate. Can't get smaller without changes in collection and dissemination. FBIS has held budget growth within inflation rate.

STAT

FBIS is moving to smaller bureaus, which generally involve smaller capital expenditures.

Intelligence Community - Dependence on FBIS will grow as other collection systems shrink.

Organization - No severe problems internally. Concerned about CIA connection as it affects overseas bureaus.

OCI - Dick Lehman

Four basic topics:

1 - Next administration of CIA and country. By Jan 77 at latest there will be a new director and perhaps a new administration. OCI's approach will depend heavily on who these people are and how they operate. The Daily is Colby's idea, for example, and it's always possible it will disappear. Regarding the emphasis on current reporting: current pubs are often the vehicle for putting more basic work in front of consumers who might otherwise never read it. Audio-visual non-starter: it is expensive; it is based on false premise that the present generation of government leaders will be replaced by morons; and it tends to exaggerate the emotional. We ought to agree once and for all that it's not for us: forget it except to convey particularly complex material that lends itself to graphic display. CRT text display is, however, a possibility.

2 - Congressional - Agency plunging ahead without thinking first. Serious constitutional issues should be worked out first. We should go slow pending the outcome of the investigations.

3 - SAFE - Lehman is in favor, but SAFE and CDS pose series of problems in adjusting between "time sensitive" and "research" uses. There must be a continuing dialogue between users and designers.

4 - Resources - If new interests come with new administration, there's no more "give" in OCI's capacity. OCI will have to give up country coverage if there are further cuts.

OPR - Lew Lapham

Two kinds of longer-term trends:

1 - Those affecting our relations with other actors in Washington. The outcome of current trauma may put heavy burden on DDI because of the real threat to collection base. We must anticipate changes in high-level customers.

2 - International environment changes. We are facing new substantive problems. Patterns of international relationships are changing. Do we have best organizational structure to cope with these changes? Lapham inclined to agree that the present structure is adequate. Analysts must be broader gauged, however.

He hopes the NIO system can improve in its ability to serve as transmission belt to and from consumers.



DDI Executive Council

13 June 1975

1. The DCI objectives for the Intelligence Directorate include the following objective:

To provide to the Director each year advice and guidance on longer term trends and developments that may affect intelligence production and for which special management attention will be required.

2. To assist in preparing this paper, each office/staff chief should be prepared to give a five-minute presentation of major "longer term trends and developments" in his area which might be included in our report in response to this DCI objective.

3. The following questions may be of assistance to you in thinking about possible trends and organizing your presentation:

a. Consumer interests. Are there discernible trends in the interests and demands of our major consumers which will affect our production in the next few years? For example, are our consumers increasingly interested in premonitory intelligence? --in interdisciplinary products? --in unclassified reports? Will there be increasing interest in the developing areas (e.g. Africa) because of scarce raw materials? We are providing increased intelligence support to Congress. How will this impact on your component? What do you see as the limits of this policy? --Benefits? --Pitfalls?

b. Directorate products. Is the form of our output changing? For example, is there a trend to use periodicals (NID, NIB, IOD, EIW) as our primary output vehicles and to rely less on individual in-depth reports? What about audio-visual techniques during the next five years?

c. Methodologies and automation. Will new developments in methodology and machine processing impact on the way we do business and the way we distribute our resources? Will new methodologies and automation have a significant impact on the number and kinds of persons which we will employ during the next few years? Will these new tools permit a significantly better, more efficient product?

d. Resources. Assuming a continuation of the trend of tighter resources, what impact will it have on your component in the next couple of years?

e. Intelligence Community. Are there trends in the Community which are likely to impact (favorably or unfavorably) on the operation and output of your component? For example, what would be the impact if NSA and DIA were further reduced? Are there trends in the operation of the NIO mechanism that will change the way you do business?

f. Organization. Does the organization of our production offices sufficiently allow for the changing nature of international affairs? Basically, our offices are organized to report on individual countries and issues. Is this the organization best suited for the post-Vietnam world? Are we organized to prepare premonitory intelligence on global issues? Do we need to begin to consider other organizational arrangements that will give greater recognition to the interdisciplinary nature of many of these problems?

JKK Comments to Exec Council, 13 June 1975  
in Response to DDI's DCI Objective

DDI's DCI Objective

The DCI objectives for the Intelligence Directorate include the following objective:

To provide to the Director each year advice and guidance on longer term trends and developments that may affect intelligence production and for which special management attention will be required.

General Comments

1. US policy and intelligence communities both have a way of being out of phase with the larger events of mankind. I expect this to continue.

STAT

--	--	--

2. There is a myopic, mesmerized fixation with current intelligence. I expect this to continue, despite the need for basic and conceptual truths.

3. The accretion of information -- collect all, report all, read all, keep all, use all -- has bred an automation fixation. At endless expense the perfect system dances on the horizon, always just a few years away. I expect this to continue, despite the obvious that less is more.

4. For years we have tried to push our sweet-smelling research and analysis as the way to place the Agency in better odor. We thought, at times, we were having some success. We weren't. Odor-wise, the rancid is overpowering the sweet.

5. We in the DDI have expanded research and analysis -- as others in the Agency have expanded operations -- into areas where INTELLIGENCE does not belong. For example, how weird my Office should produce books that end up by the thousands as college and high school textbooks. How weird that OER should be the largest volume producer on trade and market conditions, etc. Those extensions of the Agency writ -- and the filling of such substantive vacuums should now become the function of a National Institute for Applied Social Science Research and Analysis...

The Institute should serve all branches of government.

Certainly most -- possibly all -- of its publications should be unclassified.

Its resources should be available to private scholars.

Its Board of Governors should enjoy high prestige and proven ability and independence of mind -- independence buttressed by lifetime tenure at high salary -- Justice of the Supreme Court.

And great effort should be made to prevent the Institute from monopolizing the field -- even to the extent of public funding of major regional university-affiliated research centers.

### Specific Comments

#### A. Consumer Interests

If it is Henry -- who knows the consumer interest.

If there is a policy community -- and if that is our audience, the evidence is clear -- demands for my kind of stuff are up and rising ...resources, environment, oceans, climatology, basic geographic, sociological, and new methods.

IMPACT? Our resource allocations are down; demands, both internal and external, are up.

#### B. Directorate Products

Of course periodicals have become a new and major vehicle...it is an easily abused format...and has reached that stage.

Audio-visual! Great! You can spend more money on that than on computers and get even less out of it. A real zinger sure to catch and to hold S&T's attention.

#### C. Automation

Of course it will impact...in all ways. Product will not be significantly better across the board. We find -- what's its name -- of limited potential for us. Interested in ultra-strip, but foreclosed because it has to be proven to fit into what's its name. (SAFE)

#### D. Resources

Yea.

STAT

E. Community

[Redacted]

Etc...etc....

F. Reorganization

Don't do that.

G. Interdisciplinary

Don't overdo that. You think Econ/Mil/Pol when you say that. OK, get 6 or 8 good generalist minds who can write, not economists, and not much more is needed. They should be in OPR.

I am interdisciplinary -- and would go further if given any support or encouragement from you.

EAS as an Interdisciplinary EA lab:

It has PIs, geographers, cartographers, meteorologists, computer modeling, agronomists, area experts, even an economist walks through now and then.

Soviet grain production.

[Redacted]

-- census and resource survey

PIs, geographers, AID area experts, computer modeling (design and programming) sociologist, transportation, cartographers, agronomist.

Grain Quality - ODD/OSI/OGCR

4-yr. study -- [Redacted] Asked our support (est. 55 to 12 man months) for Met Computer. Will do our study -- PI - grain storage.

Would like to build in these directions but spend much time "holding back" and "fighting off" because of uncertain support from DDI.

STAT

Did not  
have  
time  
for  
these

Memorandum for:

Ed \_\_\_\_\_

You seemed devastated  
at having missed my  
comments of Friday last.

Here is a copy of  
my notes, forwarded  
under Freedom of Information  
regulations.



or,

19 June

OGCR

STAT

*fig Mgt Staff*

MEMORANDUM FOR: ~~Mr. Proctor~~  
Mr. Walsh

TO:

Here are my notes on last Friday's meeting. I did not prepare them as formal minutes. Mgmt Staff will eventually come up with a paper that tries to identify the main themes. *OK*

Suggest we do not send notes to offices/staffs because I'm sure they don't do justice to the contributors. On the other hand, if you do want a more complete record, I could send it around and have participants rework their sections.

What's your preference?

Keep within O/DDI? *OK* 18 June 75  
(DATE)

~~Circulate to participants for amendment?~~


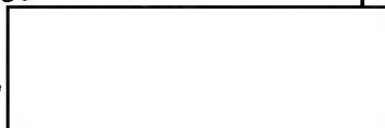

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.  (47)

STAT

STAT

STAT

MEMORANDUM FOR: <sup>DOT</sup> ~~DK.~~ / ~~ADDI/NL/HK/HK~~

 will attend  
for me - Fri. 20 June.  
I'll be at 1130 with an ~~OKR~~  
"team building" thing.   
on leave.  19 June  
(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED. (47)

STAT

STAT